DOCUMENT RESUME

ED 386 245 JC 950 436

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TITLE City College of San Francisco Master Plan Update, 1994/95. A Report from the Master Plan Committee.
INSTITUTION City Coll. of San Francisco, Calif.
PUB DATE Aug 95
NOTE 41p.; For the April 1994 Master Plan, see ED 380 160.
PUB TYPE Reports - Descriptive (141)

EDRS PRICE MF01/PC02 Plus Postage.
DESCRIPTORS *College Planning; Community Colleges; *Master Plans; *Organizational Objectives; Planning Commissions; Program Evaluation; Program Improvement; *Strategic Planning; Success; Two Year Colleges

ABSTRACT

In fall 1993, the Master Plan Committee was established at the City College of San Francisco to develop priorities for the college. The committee developed a comprehensive long-range master plan for the 1994-99 period, proposing 25 planning goals and 112 institutional objectives. This report provides results from an assessment of progress made toward these goals conducted in 1994-95 which indicated that the large number of goals and objectives made it difficult to maintain strategic priorities. Introductory materials indicate that the Committee decided to consolidate the original 137 goals and objectives into 19 goals. Next, the following 19 revised goals are presented with accompanying strategies: (1) refine and develop new workforce education and training programs for the 21st century San Francisco (California) Bay Area workforce; (2) increase the transfer rate to four-year institutions; (3) provide adult basic education; (4) promote student success; (5) promote efficiency in student services; (6) improve the quality of student life; (7) modernize and maintain college facilities; (8) replace old equipment; (9) explore additional revenue sources from contract education; fee based community service, and certificate renewal courses; (10) market college facilities and services; (11) recruit more international students; (12) develop and expand alternative funding sources; (13) foster effective participation in college governance; (14) recruit qualified personnel; (15) provide staff development programs that will promote excellence, collaboration, cooperation, and unity; (16) resolve issues of the centralization or decentralization of delivery systems; (17) implement an ongoing research and planning process; (18) allocate district finances and resources efficiently; and (19) promote general college efficiency. The final sections provide a discussion of external environmental trends, a list of program review decisions made in 1994-95, and a chart of progress made on the 19 goals as of 1994-95. Lists of college committee members are appended. (KP)

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ED 386 245

CITY COLLEGE OF SAN FRANCISCO

MASTER PLAN UPDATE

1994/95

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CITY COLLEGE OF SAN FRANCISCO

A Report From
The Master Plan Committee
August, 1995

JC 950 436

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Introduction

The Master Plan Committee was established as a permanent committee within the City College Shared Governance System in the Fall of 1993. The mission of the committee is spelled out in the Board Policy Manual:

> Develops and recommends priorities to the Budget and Planning Committee. Develops Master Plan for the college and maintains the responsibility to update the plan annually. The committee will receive recommendation on priorities from the appropriate departments, programs and college and/or school committees. Final reports of the master plan shall be forwarded to the Chancellor, other senior administrative officers and the Academic Senate for final review.

During its first year of operation the Master Plan Committee completed a comprehensive long-range master plan for the years 1994 through 1999. The plan proposed 25 planning goals and 112 institutional objectives which were divided into six functional areas of the college. They were:

1. Educational Needs and Program for the Twenty First Century
2. Creating Environments for Student Success
3. Providing Facilities and Equipment for Student Success
4. Enhancing the Funding Base
5. Promoting College Leadership
6. Implementing an Effective Budget and Planning Process

During the 1994/95 academic year, the Master Plan Committee assessed the progress of the college in meeting the goals and objectives within the plan. The committee found that a great many of the objectives were being reached by the college, but also realized that many other objectives were not. Where the objectives were specific and clear, a great deal of progress was noted; where the objectives were broad and loosely-defined, only small piecemeal steps were being taken.

In overall terms, however, most of the objectives were either being addressed or had been completed from the time the Plan was first published in April, 1994 until the end of the academic year in May, 1995. In a few instances, the committee decided to delete an objective from the plan because it was simply a restatement of specific responsibilities of a college administrator.

The major problem facing the committee was the size and complexity of the document. The sheer number of goals and objectives made it difficult to maintain any semblance of strategic priorities; and the interrelationship among so many goals and objectives created a level of complexity that inhibited rather than encouraged innovation.

Consequently, the committee recognized the need to consolidate and reorganize the plan to highlight the most significant goals for the college. To achieve this end the committee,

- Consolidated and simplified the original plan by reducing the 137 goals and objectives to 19 goals for the college.

- Established two task forces. One was to develop a detailed plan for reorganizing workforce education at the college; the other addressed role of educational technology for student learning and classroom instruction. A third task force will be addressing a comprehensive plan for improving the college's transfer function.

During the 1995/96 academic year, the Master Plan Committee will circulate the workforce education, education technology and transfer function plans to the college community for feedback and modification. These three plans will become a significant part of the college's strategic master plan. An additional planning area to be addressed in the 1995/96 year is the non-credit adult education programs at the college.

The members of the Master Plan Committee recognize that collegewide planning in an institution the size of CCSF is a complex and long-term task. We realize that planning is incremental and evolutionary, and that no one document will fit the need of the college and its constituents. Ultimately, we hope to see a time when college planning is fully integrated into all aspects of college operations, especially the annual budget.

City College has made great strides toward becoming a planning-oriented institution. The Master Plan Committee will continue to work with all sectors of the college community in its endeavor to integrate planning into all aspects of the college operations.

August, 1995

Master Plan Committee Members

Natalie Berg (A)
Tom Blair (F)
Yvonne Chang (F)
Peter Detrick (A)
Helen Dilworth (F)
Alexander Fader (S)*
Angelique Fong (S)
Attila Gabor (C)
Robert Gabriner, Chair (A)
Richard Gale (C)
Rita Jones (A)
Laraine Koffman (F)*
Frances Lee (A)
Chelcie Liu (F)
Alice Nakahata (F)
Juanita Pascual (A)*
Sharon Seymour (F)
Chui Tsang (A)*

Resource Person
Vivian Calderon (F)

* former members
(A) Administrator
(C) Classified Staff
(F) Faculty
(S) Student

1995-96 Master Plan Meetings, Room E-200

August 31, 1995	3:00 - 5:00
September 8, 1995	1:30 - 3:30
September 22, 1995	1:30 - 3:30
October 6, 1995	3:00 - 5:00
October 20, 1995	1:30 - 3:30
November 3, 1995	3:00 - 5:00
November 17, 1995	1:30 - 3:30
December 1, 1995	3:00 - 5:00
December 15, 1995	1:30 - 3:30
January 19, 1996	1:30 - 3:30
February 2, 1996	3:00 - 5:00
February 23, 1996	1:30 - 3:30
March 8, 1996	1:30 - 3:30
March 22, 1996	1:30 - 3:30
April 12, 1996	3:00 - 5:00
April 26, 1996	1:30 - 3:30
May 10, 1996	1:30 - 3:30
May 24, 1996	1:30 - 3:30

Report From Master Plan Committee Chair
Activities and Accomplishments, 1994/95

The Master Plan Committee produced three important documents in 1994/95:

- A consolidated version of the Master Plan Goals and Objectives. Nineteen goals with a set of supporting strategies replaces the 137 goals and objectives listed in the 1993/94 Master Plan.
- A list of external environmental trends in demography, education, technology, economics, politics, and social relations was developed and approved as a planning tool for the strategic planning initiative in 1995/96.
- A preliminary update of the status of the 112 college objectives was completed by the MPC and appears in the Accountability Matrix in this Master Plan Update.

The Master Plan Committee also completed the following activities during the 1994/95 academic year:

- The MPC conducted a search for a strategic planning consultant. Four consultants were interviewed and a recommendation was forwarded to the Board in December, 1994. The Board, however, tabled the recommendation until the new Chancellor takes office.
- Established that the Transfer Task Force (chaired by Frances Lee) will make regular reports to the MPC about long-range plans for improving the college transfer function.
- A new student survey replacing the Student Information Questionnaire (SIQ) was developed and approved by the MPC, Program Review Committee and Research Committee. This survey will be utilized by departments for student feedback for program review.

The Master Plan Committee provided oversight and general direction to four sub-committees:

1. **The Education Technology Task Force**
   The task force completed two drafts of a technology plan during the 1994/95 academic year. A final draft will be finished in the summer, 1995 and forwarded to the MPC for further review and final approval.

2. **The Workforce Education Task Force**
   The task force was established in February, 1995. A final draft plan will be completed in the summer, 1995 and forwarded to the MPC for further review by the committee and college community and final approval.

3. **The Program Review Committee**
This permanent sub-committee of MPC worked with over 50 instructional, student service and administrative units undergoing program review during the 1994/95 academic year. The committee read and made recommendations for 39 college units. Nine received a WATCH; one received an EXPAND; one received a CONTRACT; 28 received a CONTINUE. Three year action plans were established for each unit that went through program review. Satisfaction surveys were conducted for two administrative units, six student services units and eight campuses.

4. **Research Committee**
This committee worked with the Office of Research which produced the first edition of the college's **Accountability Atlas**. In addition, studies were published on **Transfer, Impact of BA Holder Fee on Enrollments, Travel and Tourism, Enrollment and Staffing.**

Concluding Thoughts

The Master Plan Committee produced an impressive list of accomplishments during the 1994/95 academic year, despite the uncertainties in the wake of the resignation of the Chancellor at mid-year and the Board's decision to table strategic planning until a new Chancellor is appointed. The MPC devoted a significant amount of time preparing for a strategic planning initiative in 1995/96. These steps included:

1. Consolidation and simplification of the college's goals and objectives.
2. Identification of some of the most significant national and regional trends in demography; economics; politics; education and social relations.
3. Development of a draft plan for workforce education and training at the college.
4. Development of a draft plan for education technology for the college.

The college has moved forward in its effort to establish a planning and budgeting system. The fact that the Budget Planning Committee established a $500,000 setaside for program review plans is an important step. The completion of the 39 program reviews of instructional, student service and administrative units is another significant step.

The committee members, however, agreed that much work is left to be done. A strategic plan for the delivery of educational services to students at all CCSF sites needs to be completed. There is also a need to establish a system to link program review, master planning, facilities planning and budget. At this time, the college does not yet have such a system in place.

The working relations among members of the committee continue to be superlative. The committee membership has devoted a great deal of time and intellectual energy to its planning mandate.

The committee is prepared to continue its work in the new academic year. Among its tasks will be the comprehensive review and approval of both the technology and workforce education plans; and the work of building a comprehensive strategic plan for the college.

Robert Gabriner
Chair, Master Plan Committee
June 19, 1995

Master Plan Goals and Objectives
Updated and Consolidated, 1995/1996

During the past twelve months, the Master Plan Committee has been reviewing the CCSF Master Plan Goals and Objectives approved by the committee and accepted by the Chancellor and the Board in 1993/94. The original draft contained 25 goals and 112 objectives. Committee members felt the Plan needed to be consolidated and made more concise. The following draft consolidates the original goals and objectives into 19 goals with a set of strategies to attain these goals. The references in parentheses refer to the original goal or objective in the Master Plan.

SECTION I: MEET EDUCATIONAL NEEDS OF STUDENTS

Goal 1: **Refine current and develop new workforce education and training programs for the 21st century San Francisco Bay Area work force** (Goal 2)

Strategies:

1. Promote educational innovation to meet student needs (Goal 1)
2. Continue integration of credit and noncredit programs (Goal 3)
3. Promote partnerships with educational institutions, public and non profit agencies and private industry (Goal 4)
4. Promote educational technology (Goal 5)
5. Provide well designed transitional ed; basic skills (Goal 7)
6. Promote various dimensions of international education (Goal 8)

Goal 2: **Increase transfer rate to four year institutions** (Goal 6)

Strategies:

1. Promote educational innovation to meet student needs (Goal 1)
2. Continue integration of credit and noncredit programs (Goal 3)
3. Promote partnerships with educational institutions, public and non profit agencies and private industry (Goal 4)
4. Promote educational technology (Goal 5)
5. Provide well designed transitional ed; basic skills (Goal 7)
6. Promote various dimensions of international education (Goal 8)

Goal 3: **Provide Adult Basic Education** (Goal 7)

Strategies:

1. Promote educational innovation to meet student needs (Goal 1)
2. Continue integration of credit and noncredit programs (Goal 3)
3. Promote educational technology (Goal 5)

SECTION II: CREATE ENVIRONMENTS FOR STUDENT SUCCESS

Goal 1: Promote student success (Goal 3)

Strategies:

1. Improve persistence rates (Goal 3; Objs.3A.3B)
2. Refine and improve matriculation processes (Goal 1; Obj 1A)

Goal 2: Promote efficiency in student services

Strategies:

1. Standardize admissions procedures for credit and noncredit (Obj.1C)
2. Expand telephone registration system (Obj. 5F)
3. Establish a student telephone hotline; student information system via computer (Obj. 5F)
4. Implement a collegewide student record-keeping system (Obj.5H)
5. Promote student access to the Financial Aid Office (Obj. 2A)
6. Establish an enrollment management plan (Obj.2C)

Goal 3: Improve quality of student life (Goal 5)

Strategies:

1. Improve linkages between counseling and instruction (Goal 5A)
2. Ensure safety and security (Goal 5C)
3. Child development center expansion (Goal 5D)
4. Promote awareness of diversity, multiculturalism (Goal 5E)
5. Promote positive health choices and expansion of health services (Goal 5G)

SECTION III: IMPLEMENT LONG-RANGE FACILITIES AND EQUIPMENT PLANS IN SUPPORT OF EDUCATION GOALS

Goal 1: Modernize and maintain college facilities (Goal 2)

Strategies:

1. Inventory and assess all college facilities (Goal 2B)
2. Review educational needs
3. Develop comprehensive facilities plan
4. Establish a setaside in annual budget for maintenance and improvement of facilities (Goal 2C)

Goal 2: Replace old equipment with state-of-art equipment (Goal 2)

Strategies:

1. Inventory equipment (Goal 2B)
2. Review educational needs
3. Develop and implement long range educational equipment and technology plans in relation to educational goals
4. Establish a setaside in annual budget for equipment replacement (Goal 2C)

SECTION IV: ENHANCE THE FUNDING BASE

Goal 1: **Explore additional revenue sources from contract education; fee based community service and certificate renewal courses** (Obj. 2A)

Goal 2: **Market College facilities and services.** (Obj 2A)

Strategy:

1. Establish Financial Accountability Centers by schools (Obj 2C)

Goal 3: **Recruit more international students** (Obj. 2A)

Goal 4: **Develop and expand alternative funding sources** (Obj. 2B)

Strategies:

1. Develop funding sources from (Obj. 2B)
   - private industries
   - foundations
   - grants
2. Pursue a bond issue referendum (Obj. 2B)
3. Develop an alumni association and seek alumni support (Obj. 2C)
4. Implement a capital campaign for facilities (Obj. 2D)

SECTION V: PROMOTE EXCELLENCE AMONG COLLEGE PERSONNEL AND THE HIGHEST STANDARDS OF COLLABORATION, COOPERATION AND CIVILITY WITHIN THE COLLEGE COMMUNITY

Goal 1: **Foster effective participation in college governance** (Goal 1)

Strategies:

1. Create opportunities for increased participation through active outreach to college constituents (Obj.1A)
2. Expand and/or develop leadership training programs (Obj.1B)
3. Design an open process to encourage broad constituent membership on college governance committees (Obj. 1C)

Goal 2: **Recruit and hire qualified personnel** (Goal 2)

Strategies:

1. Refine and improve equal employment opportunity policies and procedures (Obj. 2A)
2. Support and continue to implement 75/25 full time vs. part time credit faculty ratio (Obj. 2B)

Goal 3: **Provide staff development programs that will promote excellence; collaboration; cooperation; and civility**

Strategies:

1. Create a comprehensive plan for the coordination and evaluation of college staff development activities (Obj. 3A/3B)
2. Ensure a safe environment, free of sexual harassment (Obj. 3C)
3. Expand training in multiculturalism; diversity; and internationalization (Obj.3D)
4. Encourage active participation in statewide and national community college organizations (Obj. 3E)
5. Provide a faculty and staff resource center for instructional improvement (Obj.3F)

SECTION VI: PROMOTE EFFICIENCY, PRODUCTIVITY AND FISCAL STABILITY WITHIN THE COLLEGE

Goal 1: **Resolve the issue of how the college should deliver educational services: centralization/decentralization** (Accreditation Report)

Strategy:

1. Develop a collegewide strategic plan in 1995/96 to address this issue (new)

Goal 2: **Implement an ongoing research and planning process** (Goal 1)

Strategies:

1. Coordinate facilities and education planning (Obj. 1A)
2. Conduct a periodic collegewide needs assessment to identify areas for instructional and non-instructional improvement. (Obj. 1B)
3. Link program and curriculum development to planning and budgeting (Obj.1D)
4. Develop and implement strategic plans for each department or unit with cost analyses Obj.1E)
5. Develop plan to improve information dissemination on transfer student performance (Obj.1F)
6. Implement statewide student follow-up system on student job placement; student occupational performance and effectiveness of college career programs (Obj. 1G)

Goal 3: **Allocate district finances and resources efficiently** (Goal 2)

Strategies:

1. Build a 5% reserve fund (Obj. 2A)
2. Establish financial accountability centers by schools (Obj.2C)
3. Improve forecasting of ending balances and instructional hourly accounts (Obj.2D)
4. Conduct a periodic fixed asset inventory and appraisal (Obj.2E)
5. Develop and implement a user friendly MIS system (Goal 3/Objs.3A.B.E.F.G.H.I.J.)

Goal 4: **Promote efficiencies in all parts of the college** (Goal 2)

Strategies:

1. Update program review process (Obj.1A)
2. Establish Continuous Quality Improvement program (new)

External Environmental Trends

This draft of external environmental trends was adapted by the CCSF Master Plan Committee from an original draft from the Catonsville (MD) Community College. It is intended as a planning tool for the college community.

Economics

1. The labor force increasingly consists of three components: (a) small "permanent" core of full-time, full benefits workers; (b) a growing contracted labor force of contingency workers; and (c) a growing part-time workforce performing a variety of tasks and less attached to work as a location or organization.

2. The labor force in the future will increasingly be older, immigrant, non-white, female, multicultural, and multilingual.

3. The mismatch between the skill levels of the work force and the skill levels needed in jobs will continue.

4. While service sector jobs will continue to increase, growth rates will slow, and increases will be concentrated in entry-level positions.

5. Manufacturing jobs will continue to decline.

6. Globalization and internationalization (especially agreements and free trade) will increasingly shape the American way of life.

7. In order to attract, develop, and retain a quality work force, employers will become more involved in family issues (child care, parental and dependent leave and care, substance abuse, mental health, etc.)

8. Large firms will continue to "downsize" or "rightsize" through mergers and acquisitions, and bankruptcies and re-organizations.

9. Employers and consumers will have higher expectations of a worker's skills, abilities, and attitudes, accompanied by a shift to more self-directed work teams, lifelong learning, and creative thinking and problem-solving.

10. The greatest number of new jobs will be in service/sales areas of hospitality, travel and tourism; health care; computer and data processing services; new and emerging technologies; retail and management areas; and legal services.

11. The majority of new jobs will be in companies with fewer than 100 employees, but the largest proportions of all jobs will remain with large employers of over 1000 employees.

Technology

1. Communication and information technologies will continue to change in ways that challenge many sacred beliefs and practices that higher education holds about learning and learners.

2. Rapidly changing technology continues to affect employment and training, education, and social institutions.

3. Technological "haves" and "have nots" will increase in American society.

4. Technology will increasingly allow colleges and non-colleges (businesses) to go to the learner rather than requiring the learner to go to the college.

5. Computer simulation and virtual reality will increasingly impact upon future training.

6. Information overload and the degradation of the quality of information will increasingly become an issue.

Education

1. There is a growing influence of interest groups seeking to have their ideology shape public education.

2. There is increasing status, class, education inequality between "knowledge workers" and "non-knowledge workers."

3. The trend of a positive correlation between more formal education and higher lifetime earnings is weakening.

4. There will be a continuing decline in public financial and non-financial support for community colleges.

5. Over a half million additional students will seek entry into California's postsecondary institutions, most of them in community colleges, within the next five years.

6. There will be more students relying on loans and more student debt. Financial aid for middle class students may well translate to less aid for students from the poorest sectors.

7. A rebirth of student activism among college students is beginning to appear especially with the promotion of national service programs and initiatives promoting values and civic responsibility.

8. Community college students are increasingly affected by various social problems (substance abuse, AIDS, poverty, violence, single-parent families, disabilities, illiteracy)

9. Faculty retirements will continue to increase.

10. Accountability will increasingly focus on outcomes and performance, rather than process.

11. College guarantees of skills and knowledge learned for students and employers will gain more support as demands for accountability increase.

12. Employers and workers will continue to look toward the community colleges for upgrading skills and retraining.

13. Community colleges will face increased competition from public and private education providers using distance technologies to deliver educational services.

14. As the K-12 system continues to provide limited education for many of its students, privatization of public education and other alternatives will receive more and more political support.

15. The college student population will be characterized by a widening gap between well-prepared and underprepared students.

Demographics

1. San Francisco's population is getting older compared to the state's populace.

2. The regional population is increasingly Asian and Latino/Hispanic.

3. Enrollments of students of color will continue to increase in community colleges.

4. Immigrant and minority populations will increase the need for curriculum promoting multicultural and international understanding; and English language acquisition.

Political

1. Voters are angry and irate over how tax money is spent, and the trend toward a greater inability and resistance to pay for needed and desired services, including education, will increase.

2. As self-interest groups confront fewer resources, there will be more conflict among them.

3. Institutions and their leaders and workers must increasingly demonstrate that they are responsible, responsive and accountable.

4. Public organizations, including colleges, must be willing to open to outside public inspection.

5. The politics of apathy and reason has been replaced by the politics of anger.

6. Social activism will increase and likely issues include homelessness, poverty, inequality, environment, war and short-term armed conflicts, harassment, discrimination and joblessness.

7. Water shortages will become more widespread in the U.S. and the world.

Social

1. Terrorism, violence and crime will continue to plague society.

2. As the Baby Boom generation ages, there will be increasing social and political conflict over government commitment to Social Security, medical care, pensions and other entitlement programs.

3. There is a continuing concern for issues of health and the environment.

4. There will be more poor and homeless, but also more "compassion fatigue."

5. Fragmentation of family types and growing diversity of family types will continue.

6. Self-help and self-care movements will increase.

7. Social unrest will grow as divisions between the rich and the poor widen.

Decisions Made By The Program Review Committee
39 Program Reviews, 1994-95

Instructional Departments

	STATUS
School of Sciences & Mathematics	
Engineering	Continue
Architecture	Continue
Physics	Continue
School of Liberal Arts	
Journalism	Watch
Photography	Watch
Film	Watch
Art	Watch
Telecourses	Postponed to 1995/96
School of Business	
Court Reporting	Contract
Fashion Merchandising	Watch
Marketing	Watch
Word Processing: Credit	Continue
Transportation and Travel	Expand
School of Health & Physical Education	
Health Care Technology:	
Health Information Technology	Continue
Medical Assisting	Continue
Emergency Medical Technician	Continue
School of Behavioral & Social Sciences	
Asian Studies	Continue (Possible expansion)
Disabled Students Programs and Services	Continue
Transitional Studies	Watch
School of Applied Science & Technology	
Hospitality/American Cooks School	Continue (Am.Cooks School - Rept due in 95/96)
Hotel & Restaurant	Continue
Trade Skills	Redo in 1995/96

Chancellor's Office

	STATUS
Office of Government Relations	Continue
Office of Legal Counsel	Not submitted
Office of Public Information	Continue

Provost Office Support Units

	STATUS
John Adams Campus	Continue
Alemany Campus	Continue
Castro-Valencia Campus	Continue
Chinatown Campus	Continue
Downtown Campus	Continue
Mission Campus	Continue
Southeast Campus	Continue

Student Services

	STATUS
Counseling Department	Watch
Articulation	Expand

Vice Chancellor's Administration / Finance Units

	STATUS
Administrative Services	Postponed to 95/96
Business Services	Continue
Admissions and Records	Continue
Information Technology Services	Continue
Human Resources	Continue
Financial Aid	Watch
Public Safety	Continue
Buildings and Grounds	Continue
Mail Services	Continue
Custodial Services	Redo in 1995/96
Duplicating Services	Redo in 1995/96
Employee Relations	Continue
Staff Development / Affirmative Action	Postponed to 95/96

Status Of Planning Objectives, 1994/95

This section provides a snapshot of the status of the 25 goals and 112 objectives in the Master Plan (April 1994). The Status of Planning Objectives, 1994/95 provides the following: a statement of the objective, starting and completion dates, a list of the administrators with primary responsibility for developing the plan (the administrator with a star [*] is the primary person), and a brief description of the status of the action plan. The updated and consolidated goals and objectives for 1995/96 are listed on pp. 7- 11.

I. EDUCATIONAL NEEDS AND PROGRAMS FOR THE TWENTY-FIRST CENTURY

Goal 1: Promote educational excellence to meet student needs.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Establish college priorities for curricular offerings. Develop appropriate new courses and programs and delete outdated ones.	**Spring, 1995**		*Provost Dean of Curriculum School Deans	**Will be addressed by Workforce Education and Transfer Task Forces.**
B. Support innovation in the classroom to promote excellent teaching such as the use of problem solving, critical thinking, collaborative learning, classroom assessment, student-centered teaching strategies; and writing and quantitative reasoning standards across the curriculum.	**Spring, 1995**		*Provost Vice Chancellor Admin & Fin. Dean of Staff Development	**Will be addressed by Workforce Education and Transfer Task Forces.**
C. Promote joint initiatives and greater cooperation among departments and faculty.	**Spring, 1995**		*Provost Dean of Counseling School Deans Dean of Staff Develepment	**Will be addressed by Workforce Education and Transfer Task Forces.**

Goal 2: **Refine current programs and develop new vocational programs for the 21st century San Francisco Bay Area work force.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Improve articulation of programs between vocational and academic departments.	Spring, 1995		*Provost School Deans	Will be addressed by Workforce Education Task Force.
B. Strengthen academic content of vocational education programs.	Spring, 1995		*Provost School Deans	Will be addressed by Workforce Ed. Task Force.
C. Develop programs that train students in the new technologies used by the work force.	Spring, 1995		*Provost School Deans	Will be addressed by Workforce Ed Task Force.

Goal 3: **Continue the integration of college credit and non credit programs.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Ensure that educational programs provide for articulation between credit and non credit programs.	Spring, 1995		*Provost School Deans	Will be addressed by Transfer Task Force and Retention Project.
B. Expand the linkages between remedial and ESL courses and other educational programs.	Spring, 1995		*Provost School Deans	Will be addressed by Workforce Education and Transfer Task Forces.
C. Continue expansion of credit programs where feasible at campuses other than Phelan.			*Provost School Deans	On-going.
D. Expand the number of non credit courses where feasible at the Phelan campus.			*Provost School Deans	On-going.

Goal 4: **Promote partnerships with educational institution, public and non-profit agencies, and private industry.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Improve faculty-to-faculty linkages with other institutions, including those providing overseas and cross-cultural opportunities, to facilitate exchange of expertise.			*Provost Dean of Staff Development Dean of Int'l Education	
B. Explore transition-to-work and school-to work programs in junction with businesses and labor unions.	**Spring, 1995**		*Provost School Deans	**Will be addressed by Workforce Education Task Force**
C. Expand and refine offerings of contract education courses in conjunction with private industry and community agencies.			*Provost Dean of Contract Ed. School Deans	**On-going.**
D. Explore offering fee-based classes for credential certification and certificate renewal courses.	**Spring, 1995**		*Provost Dean of Contract Ed. School Deans	**Office of Contract Ed has started to offer credential and certificate courses**
E. Develop closer ties with local government and community agencies working on work force education.	**Spring, 1995**		*Provost School of Applied Sciences & Technology School Deans	**Will be addressed by Workforce Education Task Force.**
F. Increase partnerships with industry and labor to gain greater access to changing technologies.	**Spring, 1995**		*Provost School of Applied Sci. & Tech. School Deans	**Will be addressed by Workforce Education Task Force.**
G. Increase contacts with local organizations concerned with foreign affairs, trade and commerce, in order to attract more international resources to the campuses.			*Chancellor Provost School Deans Int'l Bussiness Ct. Coordinator	

Goal 5: **Promote educational technology which will improve student learning and faculty teaching.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Develop a comprehensive Technology Plan which supports the Master Strategic Plan, including provisions for professional development and on-going technical support.	Fall, 1994	August, 1995	*Chancellor Director of ITS	Task Force established in Fall, 1994. Draft plan to Master Plan Committee by end of Summer, 1995.
B. Complete a requirements analysis and review of future directions for distance learning.	Spring, 1995	August 1995	*Provost Dean of Liberal Arts Telecourse Coordinator	The Ed Tech Plan will address distance learning; also Telecourse Program Review will address.
C. Complete a study of the current situation and requirements at CCSF and future industry directions for classroom educational technology (including multimedia).	Fall, 1994	August 1995	*Chancellor Provost Dir. of Research & Planning Director of ITS	See Objective 5A above. This Obj. should merge with 5A above.
D. Explore the feasibility of expanding telecourse offerings at the College.	Spring, 1995	Spring, 1995	Dean of Liberal Arts Provost	See Objective 5B above. This object should merge with 5B.
E. Establish technological literacy as a competency for all the College's graduates and faculty.	Spring, 1995		*Provost Director of ITS	This objective is being addressed in Ed Tech Plan. The Academic Policies Committee is addressing the issue of grad requirement for students.
F. Ensure that faculty and students have access to high quality equipment and materials.	On Going		*Provost School Deans	Currently being addressed through Program Review; also Budget Planning Committee Equip. Allocation Subcommittee. Ed Tech Plan also will address this issue.

Goal 5: Promote educational technology which will improve student learning and faculty teaching. (Continued)

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
G. Develop an integrated architecture for a common transport system (network) that addresses voice, data, video, sound, etc.			*Chief Oper. Officer Director of ITS	No action. 8/95
H. Establish an Internet link to promote student, staff, and faculty access to the expanding worldwide network of information bases.	Spring, 1995		*VC Admin and Finance Director of ITS	Internet link established for CCSF; additional funding sought through GF and alternative funding sources to expand access. See Title III project; Ed Tech Plan.
I. Develop an updated copyright manual to address issues such as electronic communication and intellectual property rights.	December 1995		*Legal Counsel Provost Dir of Library / Learn Resources	No action. 8/95

Goal 6: Continue to assist students seeking transfer to four-year institutions.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Review articulation agreements and ensure that educational programs provide for transfer to four-year institutions.	On Going		*Provost Articulation Officer Dean of Curriculum	Delete from Master Plan. (Part of job responsibility of art. officer).
B. Expand or adopt special instructional programs that prepare students for transfer to four-year institutions.	Spring, 1995		*Provost School Deans Dean of Student Affairs	Transfer Task Force will address this objective.

Goal 7: Continue to provide well-designed and effective transitional education to help students develop remedial and basic skills in oral and written communication, reading, and critical thinking.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Continue to develop well-defined curriculum which promotes student success in college educational programs.			*Provost School Deans	Addressed by Workforce Ed & Transfer Task Forces Also Dean of Curriculum working with departments and Office of Research on a review.
B. Refine service delivery and assessment of students' educational objectives in basic skills, study skills, and ESL classes to increase student access and success.			*Provost School Deans	Delete from Master Plan. (part of school deans regular responsibility)

Goal 8: **Prepare students for informed participation in the emerging global economy by promoting various dimensions of international education.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Promote internationalization of the curriculum by incorporating global issues, cross-cultural perspectives, and international content into appropriate courses throughout the College.			*Provost School Dean ESL/Int'l Education	**Report due from School Dean ESL/Int'l Education.**
B. Present/Promote extra-curricular events to develop students' awareness and understanding of international events and their ability to analyze global trends and issues from an international perspective.			*Provost School Dean ESL/Int'l Ed	**Same as above.**
C. Define the College's mission in international education and the coordination of various programs, instructional and administrative components involved in international education.			*Provost School Dean ESL/Int'l Ed	**Same as above.**
D. Expand student access to overseas study and other cross-cultural learning opportunities.			*Provost School Dean ESL/Intl Ed	**Same as above.**

II. CREATING ENVIRONMENTS FOR STUDENT SUCCESS

Goal 1: Expand and refine matriculation.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Ensure a coordinated matriculation process in compliance with existing mandates and other relevant policies, including admission, orientation, counseling, assessment, and placement services for all eligible students at all campuses.			*Provost Dean of Matriculation	**Delete from Master Plan. (part of Dean of Matriculation job responsbility)**
B. Promote recruitment efforts to increase student enrollments in transfer and occupational programs.			*Provost Dean of Student Affairs School Deans Director of Public Info	**Will be addressed by Transfer and Workforce Education Task Forces.**
C. Standardize admissions procedures for credit and non credit students.		Fall, 1995	*Vice Chan. of Admin/Finance Dir. Admissions & Records	**New admission applications for both credit and non credit completed.**

Goal 2: Ensure equal access.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Promote student access to financial aid office, as well as to the services and information it provides. Improve staff training and develop a policy and procedures manual.	**Fall, 1995**	**On going**	*Vice Chan. of Admin/Finance Director of Financial Aid	**New temporary quarters established 2/95; in-service training began in Fall, 1995 for staff and director.**
B. Refine and expand programs that assist disadvantaged and disabled students.			*Provost Dean Social / Behavior Studies	**Report due from School Dean.**
C. Establish an enrollment management plan to prioritize student access to programs and courses.			*Provost Vice Chan. of Admin/Finance Dir. of A & R Dean of Student Affairs	**Completed Fall, 1995.**
D. Facilitate transfers from non credit to credit.			*Provost Vice Chan. of Admin/Finance Dir.of A & R Dean of Student Affairs	**Report due from Office of Provost.**
E. Make technology more available throughout campuses for disabled students.			*Chief Oper. Officer Vice Chan.of Admin/Finance	**See DSPS Plan in Program Review Report.**
F. Expand the telephone registration system to include continuing students and other functions such as adding/dropping courses.	**Spring, 1995**		*Vice Chan. of Admin/Finance Dir. of A & R	**Add/drop pilot with PE in Fall, 1994; telephone reg to expand in Fall, 1995.**
G. Increase the availability of classes and instructional support services through strategic scheduling of time and location.			*Provost Dean of Faculty Support School Deans Dean of Student Affairs	**Delete from Master Plan. (part of Dean of Instructional Support responsibilities)**
H. Improve delivery and coordination of services to international students.			*Provost Dean of ESL & Internation Stud. Vice Chan. of Admin/Finance Dir. of A & R	**Report due from School Dean ESL/Intl Education.**

Goal 3: Facilitate student retention.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Develop and implement strategies to improve student persistence within semesters and between semesters.			*Provost Dean of Social / Behavioral Studies	Rapid Transfer Project to be established.
B. Provide probation workshops for at-risk students.	On -going		*Provost Dean Student Affairs	On-going activity of counseling services.

Goal 4: Encourage all staff to be more student-oriented.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Provide staff development opportunities for faculty to explore their role in student success.			*Provost Dean of Staff Development Dean of Student Activities	Flex Programs offer workshops, 1994/95.
B. Facilitate faculty contacts with students.	Fall, 1994		*Provost School Deans	Report due from Dean of Math / Science.
C. Foster staff and faculty understanding of, and sensitivity to, the special needs and concerns of all students.	On-going		*Provost Vice Chan. of Admin/Finance Dean of Staff Development	See Conference on Empowerment.

Goal 5: Maintain and improve the quality of student life.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Improve linkages and cooperation between counselors and instructional faculty to improve counseling services for students.			*Provost Dean Student Affairs	On-going.
B. Expand library services and learning resources at all campuses and improve access of students at all campuses to these services and resources.			*Provost Dean of Library & Learning Resources	Delete from Master Plan. (part of Dean's responsibilities)

Goal 5: Maintain and improve the quality of student life. (Continued)

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
C. Ensure institution-wide safety and security, including an environment free of sexual harassment.		On - going	*Vice Chan. of Admin/Finance	**Blue lights installed at Phelan Campus; activities to combat sexual harrassment are on-going.**
D. Seek funding to develop adequate child development centers at all campuses to meet the needs of students with children. Increase the number of children accommodated to ensure that students with children can attend the College.	**Fall, 1995**		*Office of Chancellor	**Strategic planning process will address this objective.**
E. Promote student collaboration and awareness of diversity, multi-culturalism, and international issues in all areas of student services, student activities, and instruction.			*Chief Oper. Officer Director of Develop. Dean of Student Aff.	
F. Increase student access to information. Establish a student telephone hot line. Implement computer access for students seeking information from their records (class schedule, grades, etc.).			*Provost Dean of Student Affaris Director of ITS Director of Admissions / Records	**Title III project seeking support for student information access.**
G. Promote positive health choices, and explore expansion of health services to all students including day, evening and those from the campuses, without the use of General Fund money.			*Provost Dean of Student Affairs	**Report due from Dean of Student Affairs.**
H. Implement an institution-wide student record-keeping system. Improve the methods by which student records are kept and stored, and improve the ease of retrieval of order to serve students better.	**Spring, 1995**	**Fall, 1998**	*Vice Chan. of Admin/Finance Director of Admissions / Records	**Proposal to fund student record keeping project to BPC Spring, 1995.**

Goal 6: Provide services for students making the transition from City College to the workplace or to a four-year college.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Expand availability of educational, career, transfer advisement and counseling.	Spring, 1995		*Provost Dean of Student Affairs	Will be addressed by Transfer and Workforce Education Task Forces
B. Expand the functions of the job placement center for the College's graduates and certificate recipients.	Fall, 1994		*Provost Dean of Student Affairs	VATEA grant provides additional support for job placement center; Workforce Education Task Force to address this issue, too.

III. CREATING FACILITIES FOR STUDENT SUCCESS

Goal 1: Access to Campus Facilities.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Improve disabled students' access to facilities and equipment.	Summer, 1994	Soon	*Chief Oper. Officer	Phelan Campus access is being addressed 1994/95 yr.
B. Remove architectural barriers that limit access.	Summer, 1994	Soon	*Chief Oper. Officer	Arch. barrier removal project at Phelan to be completed in 1995.
C. Improve the quality of directional signs and campus maps.			*Vice Chan. of Admin/Finance Chief Operating Officer	No coordinated effort as of 3/4/95.

Goal 2: Develop comprehensive facilities, equipment, and technology educational equipment master plans.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Develop comprehensive facilities, equipment, and technology educational equipment master plans which are linked to program review and college budget and planning The plans should include maintenance priorities, equipment replacement priorities and capital construction and for professional development and technical support priorities.	Fall, 1994	Fall, 1995	*Chief Oper. Officer Vice Chan. of Admin/Finance Dir. of Reseach & Planinng	Ed Tech Task Force working on plan to be presented to MPC by end of Spring term, 1995.
B. Complete a District-wide facilities inventory and space utilization study to more effectively allocate space and to determine facility/equipment needs.	Summer, 1995		*Chief Oper. Officer Chancellor Dir. of Reseach & Planninng	To be started in Summer, 1995.
C. Set aside a percentage of the District's unrestricted budget for the implementation of facilities and classroom equipment master plan priorities.	Spring, 1995		*Chief Oper. Officer Vice Chan. of Admin/Finance Provost	$874K allocated by college equipment allocation committee; $250 to $500 K set aside for planning priorities.
D. Update the District's safety, security and disaster plans; provide appropriate training in all phases of risk management.			*Vice Chan. of Admin/Finance Director of Operations	Director of Operations developing plan as of 3/9/95.
E. Seek capital funding and deferred maintenance funds from the state, private individuals, corporations and foundations.	On -going		*Chancellor Dir.Government Relations Director of Development Chief Operating Officer	On-going effort by Director of Govnt Relations; Chief Operating Officer.
F. Explore the possibility of a joint parking facility with BART at the Phelan Campus.			*Chief Oper. Officer Vice Chan. of Admin/Finance	No action. 8/95

Goal 3: Promote environmentally constructive initiatives.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Ensure the facilities and grounds are well-maintained, free of hazardous materials, properly ventilated, and properly lighted. Establish an on-going and routine maintenance system and improve custodial services. Create aesthetically pleasing campus environments that are welcoming to students.			*Vice Chan. of Admin/Finance Director of Operations	**Haz Mat project needs unresolved; blue lights added on Phelan campus; other items --no information as of 3/9/94.**
B. Seek ways to expand recycling programs, increase energy and water conservation measures and promote public transportation/ride-sharing.			*Vice Chan. of Admin/Finance Director of Operations Chief Operating Officer	**City of SF contributed $300K for energy conservation project/ventilation and lighting; Parking Committee studying ride-share options.**

IV. ENHANCING THE RESOURCE BASE

Goal 1: Maximize funding from Federal, State, and local agencies.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Develop strategies to increase public funding from federal, state, and local sources.	**On -going**		*Chancellor Chief Operating Officer Dir. Government Relations Director of Development	**On-going; Director of Govt Relations studying bond issue for City of SF.**
B. Pursue additional public financing through local tax and bond initiatives.			*Chancellor Dir. Government Relations Director of Development	**See above; this objective should be merged with Obj. A.**
C. Explore the feasibility of implementing Census Day procedures for credit short-term courses. [From VI.1.i.]		Fall, 1995	*Vice Chan. of Admin/Finance Director of Admin/Records	**Conditional upon completion conversion of ISIS to Phoenix system.**

Goal 2: Develop and expand alternative funding sources.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Explore alternative revenue sources such as contract education, fee-based community service and certificate renewal courses, marketing District facilities and services, and recruiting more international students into revenue-generating programs.			*Provost Office of Contract Ed.	**Objective should be divided into two objectives: contract ed/fee and recruit intl students. reports requested from deans.**
B. Develop funding sources from private industries and foundations for programs, research, equipment, staff development, and College-wide initiatives.	**On-going**		*Chancellor Director of Development School Deans; Directors	**Office of Development and Grants established to achieve this objective. should be deleted as MP Objective.**
C. Develop an alumni association and seek alumni support.	**Spring, 1995**		*Chancellor Director of Development	**Plan for alumni assn to be presented to Board in Fall, 1995.**
D. Implement a capital campaign for building programs.			*Chancellor Director of Development	**Auxiliary Foundation established Spring, 1995 to pursue capital campaign.**

V. PROMOTING COLLEGE LEADERSHIP

Goal 1: Foster an environment in which students, faculty, classified staff, and Administration can effectively participate in college governance.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Create opportunities for increased participation through active outreach to campus constituents.	**On-going**		*Chancellor Senior Administrators	**Office of Shared Governance established to promote communications and interest in shared governance.**
B. Expand and/or develop leadership training programs to facilitate student, faculty, staff and administration involvement in college governance.			*Chief Oper. Officer Dean of Staff Development Senior Administrators	**Student conference on leadership March, 1995 flex days; faculty and admin. attend conferences.**
C. Design an open-process to encourage broad constituent membership on college governance committees.			*Chief Oper. Officer	**COO memoranda to admin and staff encouraging student and classified participation.**

Goal 2: Recruit and hire qualified personnel that will provide the best possible instruction and student services.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Refine and improve equal employment opportunity policies and procedures. Recruit and hire faculty and staff with diverse ethnic, socioeconomic, linguistic, cultural, sexual orientation, and national backgrounds.			*Vice Chan. of Admin/Finance Affirmative Action Office Director Human Resources	**Delete from MP objectives. (part of job responsibility of Dir HR)**
B. Support and continue to implement the State Educational Code mandate to achieve at least a 75%:25% full-time versus part-time credit faculty ratio.			*Provost Vice Chan. of Admin/Finance	**On-going.**

Goal 3: **Provide quality staff development programs that will prepare staff for the educational needs of the twenty-first century.**

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Create a comprehensive plan for the coordination and evaluation of college staff development activities.			*Vice Chan. of Admin/Finance Dir. of Staff Devel.	
B. Develop strategies to increase participation of classified personnel in staff developmental activities.			*Vice Chan. of Admin/Finance Director of Staff Development	**On-going --delete as MP Objective.**
C. Update the employee handbook for faculty and staff, and develop a plan to ensure compliance with all relevant District policies, state laws, and regulations. Ensure a safe environment, free of sexual harassment.	**Fall, 1994**	**Fall, 1995**	*Vice Chan. of Admin/Finance Director of Staff Development	**Faculty handbook completed; classified handbook in process. Delete (part of job descrpt)**
D. Expand opportunities for faculty and staff to learn more about multi-culturalism, diversity, and internationalization.	**On going**		*Vice Chan. of Admin/Finance Director of Staff Development	**On going; delete as MP Objective.**
E. Encourage leadership by active participation in statewide and national community college organizations and related activities.			*Provost Chancellor Vice Chan. of Admin/Finance Director of Staff Development	**On going; delete as MP objective.**
F. Provide a faculty and staff resource center for ongoing support for instructional improvement.			*Dir. of Staff Development Vice Chan. of Admin/Finance	**Ed Tech Plan will address this objective.**

VI. IMPLEMENTING AN EFFECTIVE BUDGET AND PLANNING PROCESS

Goal 1: Implement an ongoing research and planning process.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Coordinate facilities and educational planning.	**Fall, 1994**		*Chief Oper. Off Dir. of Research & Planninng	**Coordination remains loose and needs focus.**
B. Update the existing program review process to evaluate non-instructional units, programs, and refine the process for educational programs.	**Fall, 1994**		*Chief Oper. Officer Dir. of Research & Planning	**Program review established for all units in Fall, 1994.**
C. Conduct a periodic College-wide needs assessment to identify major areas for instructional and non-instructional improvement.	**Fall, 1994**		*Provost Vice Chan. of Admin/Finance Dir.of Research & Planninng Chief Oper Offr	**Program Review is the current mechanism to assess major areas for improvement.**
D. Link program and curriculum development to recommendations of the educational master plan and the budget and planning process.	**Spring, 1995**		*Provost Chief Oper. Off Dir. of Research & Planning	**Program Review is linked to budget / planning process as of Spring, 1995.**
E. Develop and implement a strategic plan for each department or unit, and provide cost analyses to assist departments/units with program review.	**Spring, 1995**		*Provost School Deans Vice Chan. of Admin/Finance	**Program Review requires plan for each unit undergoing review.**
F. Develop a plan to gather and disseminate information on transfers and transfer student performance at four-year colleges to monitor the College's transfer function effectiveness.	**Fall, 1995**		*Dir.of Research & Planninng Provost	**CCSF receives information on transfer students from UC and CSU; proposal to establish Project ASSIST as of Fall, 1995; transfer info published regularly by OR**
G. Implement the statewide student follow-up system to gather and disseminate information on student job placement and student occupational performance on the job to monitor the effectiveness of the College's vocational programs.	**Fall, 1996**		*Provost Dir. of Research & Planning School Deans	**State Chancellor's Office is piloting a student followup system in 1995 and 1996. To be established in 1996/97.**
H. Implement the State Chancellor's accountability model.	**Spring, 1995**		*Dir.of Research & Planning	**Accountability Atlas published Spring, 95.**

Goal 2: Allocate district finances and resources efficiently.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Build a 5% reserve fund, and review the need for additional reserves to cover insurance, cash flow, and long-term debt obligations.	**On-going**		*Chief Oper. Officer Vice Chan. of Admin/Finance	**On-going.**
B. Explore the feasibility of securing additional categorical funding to reduce the level of general funds currently used to support categorical programs.			*Chancellor Provost Vice Chan. of Admin/Finance Chief Operating Officer	
C. Establish financial accountability centers by Schools and other units.	**Fall, 1994**		*Chancellor Chief Operating Officer Provost Vice Chan. of Admin/Finance	**School of Business and School of Math / Science initial FACs. Additional schools to be added in 1995/96.**
D. Improve forecasting of ending balances and instructional hourly accounts.			*Vice Chan. of Admin/Finance Chief Financial Officer	**On-going; delete as MP objective.**
E. Conduct a periodic inventory and appraisal of fixed assets and District assets.			*Vice Chan. of Admin/Finance	

Goal 3: Develop and implement user friendly Management Information Systems.

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
A. Upgrade information systems to allow for better planning and financial analysis, including training for the financial software.			*Chief Oper. Officer Director of ITS	**New MIS system goes on line Summer, 1995.**
B. Implement an automated finance and budget system and train staff.		Spring, 1995	*Vice Chanc. A & F Director of ITS	**Financial information system established.**
C. Complete a requirements and future growth study for computer laboratories. Provide computer users with sufficient training and staff support to allow relatively easy access to information and communications systems.			*Chief Oper. Officer Director of ITS	**Ed Tech Plan will provide plan for future growth in Spring, 1995.**

Goal 3: Develop and implement user friendly Management Information Systems. (Continued)

Primary Objectives	Start Date	Compl. Date	Primary Responsibility	Status of Action Plan
D. Upgrade the information system for student services and human resources, ensuring adequate security and storage of personnel records.			*Chief Oper. Officer Provost Vice Chan. of Admin/Finance Dir. of Personnel Director of Admission/Rec. Director of ITS	**See Obj. A above.**
E. Integrate Personnel and Payroll systems.		July, 1996	*Chief Oper. Officer Director of ITS	**Currently being implemented.**
F. Ensure that ITS (Information Technology Services) personnel receive on-going sufficient education and training to remain current in their fields.		July, 1995	*Chief Oper. Officer Director of ITS Dir. of Staff Development	**Plan being developed.**
G. Create accessible net-work-based information services and computer technologies that are state-of-the-art and user friendly.			*Chief Oper. Officer Director of ITS	**Network plans developed in Ed Tech Plan; ESL Dept has network.**
H. Implement additional Management Information System packages to complete the College's system, including financial aid software to improve accountability and student service.			*Chief Oper. Officer Vice Chan. of Admin/Finance Director of ITS Director of Financial Aid	**Software purchased. Implementation pending completion of Phoenix system; estimate Financial Aid in 1/96.**
I. Complete a requirements analysis for future administrative networking.			*Vice Chan. of Admin/Finance Director of ITS	**E-Mail completed for most administrators; needed for more faculty; more information needed from Dir of ITS.**
J. Complete a requirements and future growth study for voice capacities.			*Chief Oper. Officer Director of ITS	

Appendix

Program Review Committee Members, 1994/95

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Bob Gabriner (A)
Angelique Fong (S)
Sandra Handler (A)
Steve Levinson (F)
Jean McTyre (A)
Fabio Saniee (F)
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Vivian Calderon (F)
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(A) Administrator
(C) Classified Staff
(F) Faculty
(S) Student

Workforce Education Taskforce, 1995

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Natalie Berg, School of Health and Physical Education
Marlene Butler, Transitional Studies
Barbara Cabral, Staff Development
Vivian Calderon, Research and Planning
Frank Chong, Student Affairs
Joe Estupinian, Automotive Tech/Trade Skills
Robert Gabriner, Institutional Development, Research and Planning
Nina Gibson, English as a Second Language
Steven Glick, School of Business
Emily Glines, GAIN/GATES
Peggy Guichard, Health Care Technology
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Special Acknowledgment:
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